

UTAH JOB MATCH RECRUITMENT BUSINESS PRACTICES

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**STATE OF UTAH
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**

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SECTION 1- RECRUITMENT PLANNING

It is essential to perform position analysis **before** starting the recruitment and selection process because the information gathered will be used to form the foundation of the recruitment process. In fact, time spent developing a complete list of essential tasks results in significant time savings throughout the recruitment process. If you fail to complete this essential step, expect delays, increased turnover and potential problems when trying to defend your selection process from grievances or legal actions.

A. BENEFITS OF DOING POSITION ANALYSIS

In short, there are several practical reasons for conducting position analysis:

- 1) **It's the right thing to do** to ensure hiring and promotion decisions are fair.
- 2) **It's smart thing to do** to ensure selection of the best person for the job the first time around.
- 3) **It's an insurance policy** to defend grievances and legal actions.

Position analysis should be conducted for all public, statewide, and internal recruitments for career service state positions, and for vacancy announcements involving transfers and promotions of current state employees.

B. CONDUCTING POSITION ANALYSIS

Position analysis information is subject to change over time as assignments change. That is why it is so important to re-evaluate this information before a recruitment process begins to ensure accuracy. You will follow many of the same steps for position analysis here as you did during the classification process. **Position analysis information must be documented in Utah Job Match Position prior to conducting a recruitment because this information will flow automatically to the recruitment requisition when the approved position is selected.**

1) Essential Functions Review

Essential functions must be reviewed by the hiring official, Subject Matter Expert (SME), and/or recruiter prior to conducting a recruitment to make sure the information is still accurate. In essential functions review, as described in detail earlier, tasks are evaluated using a series of questions designed to determine whether a specific task is part of an essential or a marginal job function. Essential functions, as defined in the position analysis, are also the primary source for determining the following:

- Duties, preference statements, and KSAOs to be included in job announcements
- KSAOs to be used as Utah Skill Match search criteria
- KSAOs to be used to evaluate applicant resumes
- KSAOs to be measured through interviews and examinations

2) Tasks, Knowledge, Skills, Abilities, and Other Characteristics Analysis

Tasks must also be reviewed prior to beginning the recruitment process. Tasks at position level may be compared to the job description, job analysis, or the performance plan from the previous incumbent to determine if the major tasks of the position have remained the same. If there are changes, the new tasks will be identified by the SME. The SME will also identify KSAOs needed to perform the major tasks. Each KSAO will be identified by the SME as required at the time of hire or as desired and/or trainable.

3) Other requirements

Other position requirements must also be reviewed prior to conducting a recruitment. This includes qualifications and requirements that are not identified as KSAOs and not identified on the job analysis such as POST certification for positions in a job title not typically requiring POST certification.

4) Physical Requirements

The physical requirements of the position must also be reviewed prior to beginning the recruitment process. If the position is identified as sedentary/light duty, you are not required to provide additional information. If a position is determined to be moderate or strenuous, additional information must be obtained and documented. It is important for applicants to know up-front what physical requirements the position will demand. For example, is heavy lifting required to perform an essential function of this position?

5) Additional Preferences

Position analysis information should also include any additional knowledge, skills, abilities, education, and experience for which the recruiter may give preference. Additional preferences are particularly helpful in evaluating large applicant pools to determine which applicants are best qualified for the position.

SECTION 2- WHEN MUST YOU USE UTAH JOB MATCH RECRUITMENT TO FILL A POSITION VACANCY?

Utah Job Match Recruitment **must** be used to fill all internal and statewide career service vacancies effective January 2004 and all public career service vacancies effective March 2004. UJM **must** also be used for all career service exempt (schedule A) vacancies that may convert to a schedule B at a later date. UJM Recruitment **may** be used to fill any career service exempt vacancies such as temporary, seasonal, or appointed positions if the agency chooses.

A. WHAT ABOUT SCHEDULE A (CAREER SERVICE EXEMPT) EMPLOYEES WHO PREVIOUSLY HELD A CAREER SERVICE POSITION?

Schedule A or career service exempt employees may apply and be considered for internal and statewide career service positions if 1) they previously held a career service position in which they completed a probationary period and 2) they moved from the career service position to the current schedule A position without a break in service. The following schedules have access to schedule B positions posted on statejobs.utah.gov

B. HOW DO WE HANDLE REHIRES?

A former career service employee may be eligible for any career service position for which he/she is qualified. A former employee must compete for position vacancies just as any other applicant. If a recruiter wishes to consider former career service employees for a career service vacancy he/she must use the UJM Recruitment system. The recruiter can, however, give preference for previous state employment.

C. HOW DO WE HANDLE TRANSFERS?

All vacant career service positions must be filled through UJM Recruitment. If you are considering transferring career service employees from one position to another, either internally or cross-agency, you must conduct either an internal or statewide recruitment through UJM Recruitment (this includes lateral transfers from location to location). RIFs on the Reappointment

Register must be considered for all career service vacancies. A RIF determined to be qualified and eligible must be appointed to the position without examination.

D. HOW DO WE HANDLE PROMOTIONS?

All vacant career service positions must be filled through UJM Recruitment. If you are considering promoting career service employees from one position to another, either internally or cross-agency, you must conduct either an internal or statewide recruitment through UJM Recruitment. RIFs on the Reappointment Register must be considered for all career service vacancies. A RIF determined to be qualified and eligible must be appointed to the position without examination.

E. HOW DO WE HANDLE SCHEDULE A TO B CONVERSIONS?

All positions that may convert from schedule A to B at a later date must be conducted as a competitive recruitment through the Utah Job Match recruitment system. The position must be advertised to the public as a position that may convert to schedule B. The agency must be able to provide the Utah Job Match requisition to DHRM when a request to convert the position from A to B is made. The request to convert a position should be emailed to the assigned DHRM specialist who will forward it to the recruitment specialist(s) for approval. A to B conversions will be limited to schedules AI, AJ and AL.

SECTION 3- ADVERTISTING POSITION VACANCIES

All career service job openings, whether internal, statewide, or public, must be advertised on the statejobs.utah.gov website. A job announcement is automatically created when you build a recruitment requisition in Utah Job Match. However, there are additional ways to advertise your job opening. Be sure to include instructions on how to apply for state jobs (see #9 Application Instructions above). Below are a few options:

- Agency websites
- Department of Workforce Services (i.e. UWorks, America's Job Bank)
- Newspapers
- Professional/Trade Journals
- University/College job boards
- Job Fairs
- Internet job boards (i.e. Monster, CareerBuilder, HotJobs)
- Email to employees, agency intranet (for internal announcements)

Each agency will be responsible for its advertising strategy and budget. To ensure that advertisements placed in news media suitably represent the State of Utah, this standard will provide the necessary framework. Recruiting advertisements will incorporate the following information unless noted as being optional:

- 1) The **Position Title**, the **Salary Range**, the **Location**, **Full- or Part-time** status, and the **Shift** must be included.
- 2) The **Requisition ID number** (Optional). This may be included to make it easier for the job seeker to identify the job at statejobs.utah.gov
- 3) The **Agency Name**.
- 4) **Schedule**. Unless the position is covered by the B schedule, the ad must specify that it is a schedule A career service exempt position and provide clarifying details (e.g., time limited) as needed.

- 5) **Benefits.** After the salary range is mentioned, the associated benefits should be listed. The following is an example. "The State's highly competitive benefits package includes health, life, dental, and disability insurance; an employer funded retirement plan; graduated annual vacation, 11 holidays, and 13 days of annual sick leave; a 401k savings plan; flexible spending accounts and tuition reimbursement." Although this sentence can be modified as needed, some mention of benefits should be included.
- 6) **Duties (Optional).** The agency may include the duties assigned to the position.
- 7) **Qualifications/Skills** The agency should include the qualifications and skills needed to perform the position's duties. The requisition analysis will provide this information.
- 8) **Drug Testing & Background Checks or Investigations.** The advertisement must include drug testing or background checks required for the position.
- 9) **Application instructions.** The advertisement must contain explicit instructions directing the Job Seeker to go to statejobs.utah.gov. to view and apply for the job. It must also include instructions on where to gain computer access. The following is an example. "To apply online for this job, visit our website at statejobs.utah.gov. If you need computer access please visit your local DWS employment center, local library, or the Department of Human Resource Management at 2120 State Office Building. If you need assistance with the application process, please call 801-538-3025."

SECTION 4- JOB SEEKER ASSISTANCE WITH ONLINE APPLICATIONS

If an applicant cannot complete an online application due to a disability, computer illiteracy, or no computer access a hard copy application may be submitted. Applicants needing assistance should be referred to Jenny Wakefield or Cassandra Opheikens. A hard copy application will be printed from Utah Job Match and mailed or faxed to the applicant. The hard copy application should be returned by the applicant to DHRM for data entry. DHRM will set-up a job seeker account for the applicant, complete the online application, and send a copy of the completed application to the applicant for confirmation. If the applicant is unable to complete a hard copy application by hand by the deadline a phone application may be completed. All hard copy applications must be submitted to DHRM by 2:00 p.m. on the job announcement closing date. For applicants needing access to computers, information can be found at www.dhrm.utah.gov or by calling 801-538-3025.

SECTION 5- CONDUCTING A RECRUITMENT IN UTAH JOB MATCH

A. REQ PLAN

1) Posting Open and Close Dates

Internal, statewide, and public position vacancies must be posted for 5 business days at a minimum and a maximum of 6 months. If you are posting a job for 5 business days only and you are approving your requisition the same day that it is set to open, you must approve the requisition before noon so the job will open at the noon batch run. If you miss the noon batch run you should change the open and close date to allow job seekers 5 full business days to apply to the job opening.

2) Extending the Posting Close Date

The job posting closing date may be extended before the closing date arrives (while the requisition is in “open” status) or after the closing date arrives (once requisition is in “reviewing” status) if a recruiter determines the job needs to be advertised for a longer period of time. See Requisition Analysis, Req Plan, Posting End Date in the UJM Recruitment manual for steps on how to extend the posting close date. If you wish to make significant changes to the position analysis or recruitment requisition, you will need to cancel your requisition, duplicate the requisition, and re-post the position vacancy.

3) Recruitment Types

Public Recruitments

- a) Career service (schedule B) vacancy open to the public which must be conducted through UJM Recruitment in order to ensure a competitive recruitment.
- b) Career service exempt, schedule AL, vacancy that may convert to a schedule B position at a later date which must be conducted through UJM Recruitment.
- c) Career service exempt vacancy (schedule A) open to the public which may be conducted through UJM Recruitment.

Statewide Recruitments

- a) Career service (schedule B) vacancy open to all career service employees which must be conducted through UJM Recruitment.
- b) Career service exempt vacancy (schedule A) open to all state employees which may be conducted through UJM Recruitment.

Internal Recruitments

- a) Career service (schedule B) vacancy open to all career service employees within the hiring agency, division, or work unit which must be conducted through UJM Recruitment.
- b) Career service exempt vacancy (schedule A) open to all employees within the hiring agency, division, or work unit which may be conducted through UJM Recruitment.

4) This Position May Convert to Career Service at a Later Date Check Box

If recruiting for a schedule AL vacant position that may convert to a schedule B at a later date, the recruiter must check this box so that language is included in the job announcement.

5) Recruiter Name, Phone, and E-mail

Contact information must be completed. The recruiter name is the person responsible for the recruitment. Phone and email information can either be the recruiter’s direct number and email or an agency voice mail or email.

6) Recruitment Plan

This text box may include information such as plans for advertising the vacancy, hiring officials name and number, date the position must be filled, and testing and examination plans.

B. POSITION

1) Approved Position

The recruiter must attach a position to your requisition prior to recruiting for the vacant position.

2) Reviewing RIFs on the Reappointment Register

The Reappointment Register must be reviewed for all career service vacancies, whether internal, statewide, or public. The recruiter must review the reappointment register for qualified RIFs at the beginning of the recruitment process prior to posting the job announcement. The system will automatically remind you to do so once you've attached an approved position and again when a hiring list is created.

In accordance with UCA 67-19-18(6)(b)(iv)(B), a RIF/E-RIF'd individual who meets the minimum requirements of a job must be reappointed, without examination, to any career service position which has a pay range with a maximum step equivalent to (or lower than) the maximum step of the pay range of the last career service position held. See the WFAP/RIF Business Practices found on the DHRM website for more details about requirements for hiring from the reappointment register.

A qualified RIF should be copied over to your requisition. You can then refer the RIF to your hiring list. The hiring list reminds the hiring manager that a qualified RIF must be appointed to the position vacancy without examination (including interview). The reason for referring the RIF to the hiring manager is simply so he/she can contact the RIF to discuss the details of the position.

If there are no qualified RIFs on the Reappointment Register document this information in the comments window of the requisition.

3) Recruiting for Multiple Positions

Multiple positions can be recruited for on the same recruitment if all of the position information is the same:

- Same position title, tasks, and KSAO requirements
- Same salary (unless whole range was advertised)
- Same location (i.e. county) (unless multiple locations were advertised)

If additional position vacancies occur while a recruitment is going on a recruiter can add additional positions to the requisition if all of the position information is the same.

If the position information is not the same, a recruiter must create a new requisition or duplicate the requisition and post the job on the web. If you will be conducting a continuous recruitment to fill position vacancies as they arise, the position title and requirements must be the same for all positions and various locations and full salary range should be advertised up-front.

4) Filing Vacancies Within a Job Series

When recruiting for a vacant position within a job series, make sure the position is classified at the highest level at which the position may be filled. For example, if the position may be filled as a Human Resource Analyst III, the position should be classified at the position level as a Human Resource Analyst III. That way when position information flows to the requisition analysis, the tasks and KSAOs reflect the highest level at which you may fill the position.

5) Underfill(s)

If the position may be underfilled the recruiter must select the appropriate underfill(s) at the requisition level. The recruiter must also list the underfill criteria that will be used to evaluate applicants' qualifications for each job level.

6) Work Location

Once an approved position is selected, work location information will flow from the position analysis. The first twenty characters of this field flow to the Open Jobs List. Full text flows to the job Announcement. In order for job seekers to view the location of the position(s) on the Open Jobs List, the work location may need to be modified so that the city is listed first or to indicate the availability of positions in multiple locations. Below are examples:

Examples:

St. George, Division of Child and Family Services.

Draper, DIO/Clinical Services, 14717 South Minuteman Drive.

Examples (for multiple job openings):

Statewide vacancies available.

Multiple locations available: Salt Lake City, Ogden, Provo, St. George.

C. REQ INFO 2

1) Compensation Text

The text in this box flows from the position analysis, but it is editable. If a recruiter will only be offering a salary up to the mid-point of the range, the compensation text may be edited to reflect this information. However, once the salary range has been advertised an offer cannot exceed the highest salary advertised unless the position is re-posted with a new salary range. If the max step of the salary range to be offered is lowered during the recruitment process, applicants should be notified of this change.

2) Benefits Eligible

This text box must be used to advertise available benefits.

Examples:

Benefits include pension plan, health, dental, and vision coverage, life insurance, and 401K.

Benefits include pension plan, health, dental, and vision coverage, life insurance, 401K, educational assistance, flexible schedule, and annual, sick and holiday leave.

Not available.

3) Full/Part Time

This text box must be used to notify applicants whether the job is full-time or part-time. You must also indicate whether the position is career service or career service exempt. Since it is a free flow text box, you can provide detailed information about the work schedule.

Examples:

Part-time seasonal position.

Full-time career service position.

Part-time (30 hours per week) temporary position.

4) Working Conditions Comments

This information flows from the position, but can be modified to let applicants know about unique working conditions.

D. REQ INFO 3

1) On Call Comments

If on-call is marked at the position analysis this comments box will be available for text. You must list any on-call requirements for the position so that job seekers are aware of these requirements.

2) Travel Required Comments

If travel is marked at the position analysis this comments box will be available for text. You must list travel requirements for the position so that job seekers are aware of these requirements.

E. REQ INFO 4

1) Comments

This box should be used to document any recruitment related issues or steps that are not automatically documented in the recruitment requisition. Examples include:

- Results of reappointment register review
- Results of Veteran's Preference review
- Correspondence with applicants
- Additional hiring lists generated
- Interview results (if not documented in the Hire tab)
- Hire results (if not documented in the Hire tab)

F. JA (Job Announcement)

The information in this tab flows from the position analysis once you select your approved position. The tasks and KSAOs in this tab will flow to the job announcement only once you approve your requisition and it opens on the web. Prior to approving the requisition, a recruiter can add, delete, or reorder tasks and KSAOs at the requisition. However, it is important to remember that requisition tasks and KSAOs should be supported by the position analysis. If the tasks and KSAOs on the requisition vary significantly from what is reflected on the position analysis (e.g. 50% of the tasks have changed), then the position is probably misclassified and the position analysis should be reviewed and revised before beginning the recruitment. You do not need to include all of the tasks and KSAOs in your job announcement, but you should include at least the *essential functions* of the job and the *required* KSAOs.

G. KSAO

1) Selecting Required and Desired KSAOs

KSAOs will flow automatically to the requisition from the position analysis once an approved position has been selected. You should delete those KSAOs that will not be used to evaluate and qualify applicants for interview (e.g. those that will be evaluated at the time of interview such as written communication skills). Next, you will want to determine which of these KSAOs is required at the time of hire or desired/trainable.

You may **add desired** KSAOs at any point in the recruitment process in order to help you evaluate or band large groups of applicants. You may also **delete desired or required** KSAOs

at any point in the process in order to help qualify applicants if you determine there are no qualified applicants based on current KSAO criteria.

Required KSAOs cannot be added to the requisition at any point in the recruitment process. Required skills must be added to the position analysis. For this reason it is important that the position analysis accurately reflects KSAOs that are required to qualify for the position before beginning the recruitment.

It is important to remember that requisition KSAOs should be supported by the position analysis. If the KSAOs at requisition vary significantly from what is reflected in the position analysis, the position analysis should be reviewed and revised in order to ensure the position is properly classified prior to continuing with the recruitment. Significant changes in the KSAOs at the requisition may require canceling the recruitment and re-posting the job announcement.

2) Weighting Required and Desired KSAOs

KSAOs must be weighted between 1 and 10, 10 being the highest or most important and 1 being the lowest or least important. A recruiter may decide to weight all KSAOs as a 1 if they are all equally important. Required KSAOs will automatically be weighted the highest. For example, if you weight a desired KSAO as 4, the required KSAO will be weighted automatically as a 5 because you must have this KSAO to qualify for the job.

3) Developing Recruiter Questions or Statements

The purpose of the questions or statements is to gather information that a recruiter can use to evaluate the applicant's qualifications related to the KSAO. Questions or statements must be job-related and related to the KSAO to which they are attached.

4) Selecting KSAO Rating Levels

Levels are used to rate the applicant's qualifications based on the information she/he has supplied in response to your question or statement. Applicant's may be asked to rate themselves, but the recruiter must make the final rating determination. You can also ask the applicant to submit a resume if you prefer to evaluate and rate the applicant's qualifications based on a resume rather than application questions.

Levels for public recruitments are created by DHRM. You may request DHRM add levels to the database by emailing your request to UJM_Support@utah.gov. Levels for internal and statewide recruitments can be added by the agency.

5) Adding Preferences

Preference may be given for position related knowledge, skills, abilities, education, and experience. Additional preferences are particularly helpful in evaluating large applicant pools to determine which applicants are best qualified for the position. If possible a recruiter should determine additional preferences before posting the job announcement; however, sometimes it is necessary to establish additional preferences once the recruitment is underway. If additional preferences are established up-front, a statement should be included the Additional Preferences box that reads, "Preference may be given for..." A recruiter should also establish and document up-front, if possible, how many points will be given to applicants who possess the preferred knowledge, skill, ability, education or experience. Preference points will calculate into the applicant's overall score. Preferences and preference points should always be documented in the comments tab of the requisition.

H. EXAM

1) Tracking Applicant Exam Results

As the official recruitment record, final or total exam and test results should be tracked in the Exam tab of UJM Recruitment. This could include interview results as well, but interview results can also be tracked in the hire window. Exam and test scores should be entered for each applicant. Exam results can be a numerical score, grade, or pass/fail depending on what makes sense for the type of exam or test you are administering. If exams are administered to all qualified applicants to determine who will proceed to an interview, qualified veterans must be given preference. Five percent must be added to the total possible score of any veteran, spouse or un-remarried surviving spouse of any veteran. Ten percent must be added to the total possible score of any Purple Heart Recipient, disabled veteran, or spouse or un-remarried surviving spouse of a disabled veteran.

2) Adding Applicant Results from Other Requisitions

A recruiter can add applicant results from other requisitions if the exam or test results are still valid. Most agencies have already determined how long exam or test results remain valid. Only exam/test results will flow from the other requisition. Online application information will not flow from the other requisition.

I. APPLICANT

1) Reviewing Applicants

The recruiter must make the final rating determination for each applicant. All qualified applicants who have applied for the position must be reviewed. If you have developed a reliable screen-out question for a required KSAO, you do not have to review the applicants who come up as not qualified in response to this question. Specific comments about why an applicant was rated a particular way can be documented in the comments window below each KSAO in the applicant review window.

A recruiter must check the reviewed box once an applicant has been reviewed. The system will automatically calculate the applicants overall score based on the recruiter's rating of each KSAO.

At this point in the recruitment process, if necessary, the least important required or desired KSAOs can be deleted in order to increase the number of qualified applicants. Desired KSAO can also be added in order to help band a large number of applicants. Required skills cannot be added at this point. Required skills must be added at the position analysis level. Be sure the position analysis accurately reflects KSAOs that are required to qualify for the position before beginning the recruitment process.

2) Reviewing RIFs

RIFs are able to view all career service positions whether internal, statewide, or public. They may apply directly to your position and if they do, they will appear in the applicant review tab as a RIF. The assigned DHRM specialist can also copy a RIF to your requisition.

In accordance with UCA 67-19-18(6)(b)(iv)(B), a RIF/E-RIF'd individual who meets the minimum requirements of a job must be reappointed, without examination, to any career service position which has a pay range with a maximum step equivalent to (or lower than) the maximum step of the pay range of the last career service position held. See the WFAP/RIF Business Practices found on the DHRM website for more details about requirements for hiring from the reappointment register.

If the RIF is determined to be qualified, eligible, and interested, a recruiter must refer the RIF to the hiring list. The hiring list reminds the hiring manager that a qualified RIF must be appointed to the position vacancy without examination (including interview). The reason for referring the RIF to the hiring manager is simply so he/she can contact the RIF to discuss the details of the position.

If the max step of the salary range of the vacant position is higher than maximum step of the last career service position held by the RIF, the RIF is not eligible to exercise his/her RIF rights. In this case, the RIF should be evaluated just as any other applicant who has applied. Prior to generating a hiring list you should change the RIF's hiring status from "RIF" to "interview" on the Hire tab, so the hiring official will treat this individual as a regular applicant rather than a qualified RIF.

3) Reviewing Veterans

A recruiter must ask the applicant claiming veteran's or disabled veteran's preference to submit a photocopy of their honorable discharge (such as a DD-214) showing the dates of service. A veteran claiming disability must also submit a letter of verification from the Veteran's Administration dated within the last 90 days.

Veterans must comprise a minimum of twenty percent (20%) of the applicant pool forwarded to the hiring official for interview. If the number of veterans is less than 20% of the interview pool, then **all** of the qualified veterans must be included in the applicant pool forwarded on to the hiring official for interview. Cut off scores will not apply to veterans until the 20% requirement has been met or exceeded. If it appears that the veteran pool forwarded to the hiring official will drop below the required 20% for whatever reason, the recruiter should forward a pool with 1-2 more veterans than the 20%.

A recruiter must first determine whether the veteran meets the requirements of the position. If the veteran is not qualified, a recruiter does not need to give the veteran preference. If the veteran is qualified, preference points must be added to his/her applicant score based on the veteran's preference he/she has claimed. In general, a veteran, spouse or unmarried surviving spouse of any veteran should be given enough preference points to place him/her at least in the next highest band. A disabled veteran, Purple Heart recipient, or spouse or unmarried surviving spouse of any disabled veteran should be given enough preference points to bump him/her up at least two bands. The reason for preference points given must be documented in the comment window on Preference Points tab. If you are not banding applicants, but rather referring all of the qualified applicants to the hiring official for interview preference points are not necessary because the applicant pool forwarded to the hiring official for interview will include all of the qualified veterans as well.

If exams are administered to all qualified applicants to determine who will proceed to an interview, qualified veterans must be given preference. Five percent must be added to the total possible score of any veteran, spouse or un-remarried surviving spouse of any veteran. Ten percent must be added to the total possible score of any Purple Heart Recipient, disabled veteran, or spouse or un-remarried surviving spouse of a disabled veteran.

Veterans will not displace other applicants. They will be in **addition** to all other applicants. Once a veteran has been hired into the State's merit system, preference need not be given to the veteran if he/she applies for an internal or statewide career service position. However, if a veteran who is a current state employee applies for a public recruitment, he/she should be given preference.

4) Giving Preference to Applicants

Applicants may be given preference for possessing position-related, preferred knowledge, skills, abilities, education, and/or experience. To give preference, a recruiter can add preference points to the applicant's overall score. The reason(s) for preference points given must be documented in the comment window on Preference Points tab.

5) Banding Applicants

Based on overall rating scores, a recruiter can band applicants into best, well, and qualified groups. Applicants who do not meet the requirements of the position will be automatically ranked as not qualified. A recruiter must be consistent and equitable in banding applicants. For example, if an applicant with a score of 90 is moved into the best qualified band, all applicants with a score of 90 must be moved into the best qualified band. Furthermore, an applicant with a score of 90 cannot be moved into the well-qualified band if another applicant with a score of 91 is in the qualified band. The system will require a recruiter to move both into the well-qualified band. The overall score will help a recruiter determine natural breaking points for banding applicants. For instance, a recruiter may decide to band everyone who receives a score of 90 and above into the best qualified band and 80 and above into the well-qualified band.

6) Reviewing the Reappointment Register

The Reappointment Register must be reviewed for all career service vacancies, whether internal, statewide, or public. Prior to creating a hiring list a recruiter must review the Reappointment Register to determine if there are any qualified RIFs.

In accordance with UCA 67-19-18(6)(b)(iv)(B), a RIF/E-RIF'd individual who meets the minimum requirements of a job must be reappointed, without examination, to any career service position which has a pay range with a maximum step equivalent to (or lower than) the maximum step of the pay range of the last career service position held. See the WFAP/RIF Business Practices found on the DHRM website for more details about requirements for hiring from the reappointment register.

A qualified, eligible, and interested RIF you should be copied over to your requisition. You must then refer the RIF to your hiring list. The hiring list reminds the hiring manager that a qualified RIF must be appointed to the position vacancy without examination (including interview). The reason for referring the RIF to the hiring manager is simply so he/she can contact the RIF to discuss the details of the position.

If there are no qualified, eligible, or interested RIFs on the Reappointment Register you must document this information. The system will automatically require you to document your RIF review results when you check the Reappointment Register before creating a hiring list.

7) Creating a Hiring List

The hiring list must include a minimum of three qualified applicants for every vacant position. If the position is a difficult to fill position, the recruiter may include less than three applicants if additional recruitment efforts (e.g. advertising, extending the posting end date, etc.) have been made. Be sure to document in the comments window that additional efforts were made, but were unsuccessful in generating a sufficient pool. It is *recommended* that no more than 20 applicants be included on a hiring list for a single vacant position.

The hiring list report should include instructions for the hiring manager. Below is a sample of what you should include in these instructions:

Below is the hiring list with names for the Crime Victim Reparations Officer position (Req. #11399). All of these candidates appear to possess at least 2-3 of the required

knowledge, skills and abilities (KSAs) such as: case management experience; experience determining program or benefit eligibility AND/OR experience reviewing or investigating claims; ability to interpret statutes, rules and policies; basic math skills; and a bachelors degree in criminal justice, behavioral sciences, public administration, or a related field. In addition, the candidates meet many of the desired KSAs such as investigative skills and knowledge of administrative hearing procedures. Several also meet the preference you gave for ability to speak Spanish. If you have *any* questions about this hiring list, please contact me.

You must interview all of the candidates on the best-qualified list first. If you decide to interview candidates from the well-qualified list, you must interview all candidates on this list. Interview questions must be job-related and all candidates asked the same questions.

At the conclusion of the interview process, please send an offer letter to the candidate selected as well as non-select letters to all those interviewed but not selected. As soon as possible following the final interview decision, please provide me with the following information: Name of person hired, those interviewed but not selected, those given a second interview (if applicable), those who declined the interview or are no longer interested. This information can be provided by e-mail, or telephone if you prefer. You can reach me at 538-3825.

Please contact me if you have any questions.

If the hiring official is not satisfied with the hiring list report or additional names must be sent to the hiring official the hiring list must be deleted from the Hire tab. Once the hiring list has been deleted, applicants can be re-evaluated and re-banded and a new hiring list created. A copy of each hiring list that is created should be printed and saved in the recruitment file.

8) Deleting Hiring Lists

A hiring list may be deleted if the hiring official is not satisfied with the hiring list or if he/she requests additional bands of applicants. See **Requisition Analysis, Hire, How Do I Delete a Hiring List?** for details. Once a hiring list is deleted, the original hiring list will not be saved anywhere in the requisition, so it is important to save a hard copy of each hiring list generated in the recruitment file.

9) Previously Interviewed Applicants

If a hiring official previously interviewed an applicant on the hiring list within the last 3-6 months, he/she does not need to interview the applicant again if the position title and hiring manager are the same. You should document in the comments window of the requisition, why this applicant was not interviewed. If it has been longer than 6 months since this applicant was interviewed OR this is a different position title or hiring official, the hiring official must interview this applicant.

J. HIRE

1) Documenting Interview Results

Interview results must be documented for each applicant in the hiring status window.

2) Hiring an Applicant

Hiring results must be documented in the Hire tab. In HRE, the competitive hire field should include the UJM requisition ID from which the new employee was hired. If the employee was hired through a continuous recruitment process where multiple hiring requisitions were created to fill vacancies, enter the hiring requisition ID that reflects the position you filled and the applicant you hired.

Hiring lists do not expire, so you can fill additional vacancies after a recruitment requisition is closed as long as the position information is exactly the same:

- Same position title and requirements
- Same salary (unless whole range was advertised)
- Same location (i.e. county, unless multiple locations were advertised)

To add additional positions to a closed requisition, a recruiter can re-open the recruitment requisition and add additional positions. If the position information of the new vacancy is not the same, a recruiter must create a new requisition or duplicate an existing requisition and post the vacancy on the web.

If a RIF is reappointed to the position, you should modify the placement results in the Hire tab to indicate "RIF" so the record clearly shows a RIF was reappointed. You should also let your assigned DHRM specialist know a RIF hire has been made so the RIF can be taken off the Reappointment Register.

3) Underfilling Positions

If a position is underfilled, a new version of the position reflecting the underfill title should be created in Utah Job Match Position.

4) Closing the Requisition

When all of the positions attached to the requisition have been filled the requisition will automatically move to "Filled" status on web and "Closed" status on the requisition when you close the requisition in Utah Job Match. The recruiter is responsible for documenting when each position has been filled.

5) Re-Opening the Requisition

A requisition may be re-opened from the "closed" status for several reasons such as to use the same hiring list to fill additional position vacancies or to modify the hiring status of an applicant. This feature should not be used to re-post a position vacancy on the web to solicit additional applicants. If you wish to re-post a position vacancy on the web you should duplicate the requisition and begin a new recruitment.

SECTION 6- DUPLICATING REQUISITIONS

A duplicate requisition can be created from an existing requisition in order to recruit for the same or a similar position. Administrative data will be copied to the duplicate requisition from the existing requisition. Tasks, KSAOs, and exams may also be copied from the existing requisition. An approved position must also be attached to the requisition. A job posting date is required.

A duplicate requisition can also be used when a hiring list has been created and all candidates have been interviewed, but the hiring official doesn't find the right fit for the job. In this case, you would document the interview results, cancel the recruitment, duplicate the requisition and re-post the position vacancy. Do not delete the original hiring list and extend the posting date in this situation.

SECTION 7- CONDUCTING A CONTINUOUS RECRUITMENT

The continuous recruitment process should be used to fill positions that you are continually recruiting for because they are 1) high-turnover positions and/or 2) hard-to-fill positions.

The continuous recruitment process is different from the regular recruiting process because generally it requires that you advertise position vacancies for a longer period of time or on a continual basis and that you frequently fill position vacancies. Therefore, the continuous requisition and the hiring requisition have been created to help facilitate this process. Below are definitions for each:

A. CONTINUOUS REQUISITION

A continuous requisition should be created for continuous recruitment purposes only. The continuous requisition allows you to advertise your position on a continual basis as well as carry over names from a previous requisition if they are still be considered. When you create a continuous requisition administrative data, tasks, KSAOs, job seekers, exams and exam results, and approved positions will all be copied from an existing requisition. The existing requisition will immediately close when information is copied to this continuous requisition. A job posting date is required, but can be no longer than 6 months.

B. HIRING REQUISITION

A hiring requisition should be created for continuous recruitment purposes only. The hiring requisition allows you to create a hiring list from a continuous requisition while the continuous requisition remains open to applicants. Job seekers from a continuous requisition can be copied into this requisition to facilitate immediate review and creation of a hiring list. Administrative data, tasks, KSAOs, job seekers (can select band of applicants), exams and exam results will be copied from the continuous requisition. Hiring requisition will immediately go into “review” status. A job posting date is not required because the hiring requisition will go immediately into “Reviewing” status.

C. FILLING HIGH-TURNOVER AND HARD-TO-FILL POSITIONS

High turnover positions are those that you must fill frequently because employees come and go quickly. Hard to fill positions are those that take time to fill because of unique position requirements (i.e. highly technical skills, unique skill sets, highly demanding). Both types of positions may require that you post position vacancies frequently or on an ongoing basis and/or that you maintain an ongoing hiring list to pull candidates from.

Even though you may need to post these vacancies frequently, you will want to be careful with the length of time you post these vacancies. Once you have selected a posting period you can always extend the closing date if necessary, but you cannot shorten it. It's best to start out with a shorter posting period and extend the closing date if necessary. You can extend the posting close date while the recruitment is still in “open” status or when the recruitment is in “reviewing” status. The maximum length of time you may keep a job open on the web is 6 months.

If you have a **high-turnover job title** you need to fill on a regular basis, but that does not need necessarily need to be advertised on a continual basis follow these steps:

- Open regular requisition (start with shorter posting period, e.g. one month).
- If there is testing involved have applicants take test during application period or invite them to testing once application period has ended.
- Wait until application period has ended.
- Review applicants.
- Create hiring list.

- Fill positions in requisition.
- Continue to use hiring list as additional vacancies come up.
- Open a new requisition by duplicating the original requisition when you have exhausted the original hiring list.

NOTE: If you need to fill a position vacancy while the job is still open on the web you may create a hiring requisition from this requisition. However, you should continue to consider applicants who apply for the position after a hiring requisition has been created.

If you have a **high-turnover and hard-to-fill job title** that you need to advertise on a continual basis follow these steps:

- Open a regular requisition (posting period may be a maximum of 6 months).
- Review applicants as they apply.
- If there is testing involved have applicants take test during application period or invite them to take test once application period has ended.
- If you need to fill a position vacancy while the job is still open on the web you may create a hiring requisition from this requisition. However, you should continue to consider applicants who apply for the position after a hiring requisition has been created.
- Fill positions in hiring requisition.
- Continue to use hiring list as additional vacancies come up.
- Once regular requisition closes create a duplicate requisition or a continuous requisition from the original requisition. If you want to carry over names from the original requisition you will need to create a continuous requisition.

SECTION 8- REAPPOINTMENT REGISTER

The Reappointment Register will be maintained in Utah Job Match. Every time a new RIF is placed on the register an updated Reappointment Register will be created in Utah Job Match.

A. RIF RESPONSIBILITIES

- 1) Meet with DHRM specialist prior to going to the Reappointment Register to review RIF rights and responsibilities.
- 2) Create applicant account in Utah Job Match including an Employee Identification Number. Update account if contact information changes.
- 3) Provide DHRM with a current resume for the Reappointment Register. Updated resumes should be emailed to assigned DHRM specialist or HR tech responsible for updating Reappointment Register.

B. RECRUITER RESPONSIBILITIES

- 1) Check the Reappointment Register for qualified, eligible, and interested RIFs at the beginning of your recruitment prior to posting your job announcement and at the end of the recruitment prior to creating a hiring list.
- 2) Document results of RIF review.
- 3) Make sure hiring official is aware that a qualified RIF is appointed without further examination. A hiring official may contact the RIF to discuss only the details of the position.
- 4) If a RIF is hired, contact your assigned DHRM specialist or the DHRM WFAP/RIF Specialist so the RIF can be removed from the Reappointment Register (if eligible for removal from the Reappointment Register).

C. DHRM SPECIALIST RESPONSIBILITIES

- 1) Meet with RIF for an intake interview to review RIF rights and responsibilities.
- 2) Make sure RIF submits current resume for Reappointment Register. Resume should be emailed as an attachment so Human Resource Technician can cut and paste so it can be added to the experience section of the RIF summary in the Reappointment Register.
- 3) Act as liaison between the RIF and hiring agency if necessary.
- 4) May copy qualified, eligible, and interested RIF to a recruiter's requisition. DHRM specialist must notify recruiter if a RIF is copied to a requisition.

SECTION 9- KSAO GROUP MAINTENANCE

KSAO Groups are used to evaluate and rate applicants. You may ask the applicant to self-rate or you may rate the applicant behind the scenes based on supporting documentation he/she has provided.

DHRM maintains KSAO Groups for all public recruitments and establishes all rating levels, but agencies may establish KSAO Groups for internal and statewide recruitments. KSAO Groups must be job related. They may be used to rate education and experience, rate knowledge, skills, or abilities, or rate an applicant based on test results. Below are examples of possible KSAO Groups:

Yes/No Level Group

Yes

No

Pass/Fail Level Group

Pass

Fail

Years of Experience

5 + years

3-4 years

1-2 years

< 1 year

None

Ability/Skill Level Group

Advanced

Intermediate

Beginner

None

To have Public KSAO Groups or Levels added to the database please email your request(s) to DHRM at UJM_Support@utah.gov.

SECTION 10 – HARD COPY DOCUMENTATION STANDARDS

Utah Job Match is the *official* recruitment record. It contains the following information: Position Analysis, Requisition Analysis, Job Announcement Information, Online Application Information, Applicant List, Exam Results, Hiring List Report, Interview Results, and Candidate Selected. If Utah Job Match is not used, in the case of a career service exempt recruitment, a hard copy recruitment file should be maintained. In accordance with the Utah State Retention Schedule, recruitment records must be maintained for 3 years. If a complaint is pending at the 3 year retention deadline, you should maintain the recruitment records until the complaint is resolved.

SECTION 11 – INTERVIEW STANDARDS

A. PRE-INTERVIEW QUALIFICATION OF APPLICANTS

Each applicant considered for an interview will be requested to complete an online job seeker profile and application to verify they meet the job requirements established for the position. If a job seeker is unable to apply online with assistance, he/she must complete a hard copy application to the recruiter. College transcripts must be provided if college credit is claimed as part of the qualification. Evidence of valid certification or licensure must be provided if such certificate or license is required to perform the job.

B. INTERVIEW PANEL

The interview panel should be made up of at least three subject matter experts qualified to make a hiring recommendation for the position.

The interview panel should be comprised with consideration for diversity and gender balance.

All members of an interview panel should have training in interviewing techniques prior to serving on a panel. Interview training is essential for the hiring official or anyone participating in writing interview questions or structuring selection exercises, but is highly recommended for all panel members.

C. INTERVIEW PROCESS

Selection tools (interview questions, written/oral exams, assessment center exercises, etc.) will be reviewed and approved by the assigned agency HR analyst prior to the hiring official receiving the hiring list.

Selection tools must comply with fair employment practices and all governing laws, statutes, rules, as well as DHRM examination standards.

For positions requiring a BCI extensive background investigation and/or a drug test, such requirements should be made clearly known to the applicant, and successful completion required prior to a job offer being made, or conditional offers may be made pending results of BCI, background investigation, etc.

An applicant who lives out of town or out of state may be interviewed by phone if the agency and applicant does not have resources to pay for travel for the interview. We recommend the agency give the applicant a choice of a phone interview.

The interview panel and/ or hiring official is required to interview all applicants within the same band or with the same score as the applicant hired for the position.

D. REFERENCE CHECKS

A signed reference release form will be completed by each applicant who is interviewed. A thorough reference check with positive results will be completed prior to a job offer being made. If a previous employer refuses to provide information, it must be documented.

For positions requiring it, verification of a valid driver license will be part of the reference checking process.

A sample reference release form and sample reference check questions or other required licensure follow in the Appendix. These contain minimal standards of reference information which

will apply to all agencies. Agencies may perform additional, more comprehensive reference checks as needed. Reference checks on contractors and/or self-employed individuals may be provided by contacting clients for whom the contract work was performed.

E. BCI (BUREAU OF CRIMINAL IDENTIFICATION)

A Bureau of Criminal Identification background check for convictions should be run prior to a job offer where appropriate. A determination of whether or not a conviction is sufficiently related to prevent employment in a particular position will be made on a case-by-case basis.

Information of HB 224 Employment Backgrounds Checks follows:

The 1995 Legislature enacted HB 224, Employment Background Checks. This legislation provides access to criminal history files for the purpose of conducting employment background checks by a "qualifying entity." A qualifying entity would include a business, organization or governmental entity which employs personnel in the following categories:

- 1) Health Care - child or vulnerable adult.
- 2) Fiduciary trust over money.
- 3) Care, custody or control of children.
- 4) National security.

If your agency is a qualifying entity, contact the BCI, Department of Public Safety regarding the procedure for requesting criminal history background information. Three types of information searches are available:

- 1) Name/DOB search: The name search will check the Utah Criminal History file, the Utah Statewide Warrants file and the FBI's National Crime Information Center Wanted file. (Note: if subject of your inquiry used an alias name or incorrect date of birth, the information will not match on this search.) If a hit is made by name, you will receive a notice that this person "may not be the subject of inquiry - verifiable by fingerprints." A signed waiver by each applicant must be kept on file by the agency, in accordance with State Records Retention Schedule for application information.
- 2) Fingerprint verification search: The fingerprint search will check the files of the states of Oregon, Nevada, Idaho, Montana, Wyoming and Utah. This type of search will generate a match from fingerprints no matter what name or date of birth the subject used. Also, the Utah Statewide Warrants file and the National Crime Information Center Wanted file will be checked in this search. A signed waiver by each applicant must be kept on file by the employing agency, in accordance with State Records Retention Schedule for application information.
- 3) A criminal history background information check can be requested contacting BCI.

SECTION 12 – EXAM STANDARDS

The Department of Human Resource Management encourages agencies to adopt policies to describe and control examinations that may be given for hiring or promotion. Policies must be in compliance with the standards described below. These are minimal standards that apply to all agencies, and will be incorporated into delegation agreements where applicable.

A. EXAMINATION PLAN

The purpose of the examination plan is to provide a brief, general description of the examination process. Where additional exams are used, veteran's preference points are given as 5 or 10

additional points to the final examination score prior to interview. For each position for which an exam is used, the plan must include the following:

- Position title and salary range;
- A description of each step in the examination process, how it will be used, and in what order those steps will be taken (i.e., first hurdle is written exam weighted 100%, second hurdle is an oral exam weighted 100%, third hurdle is a physical agility test weighted 100% on a pass/fail basis, etc.);
- Weighting factors if multiple hurdles are combined to obtain a score (i.e., written test equal to 50% of the final score; oral exam equal to 50% of the final score).

B. POSITION ANALYSIS

All job and position analysis must be conducted in accordance with the standards outlined in the Utah Job Match Job & Position Manual and the Utah Job Match Recruitment Business Practices.

C. SCREENING THE APPLICATION

The initial screening of applicant's online application is considered a type of examination. This includes reviewing the applicant's profile information, the applicant's responses to each application question, and a resume if requested by the recruiter.

D. SECURITY

Examination materials and processes should be kept confidential. Only those who are being tested or administering the test or process should have access to the material. In cases where testing is multi-phased, administrators should be exposed only to the material which applies to their phase.

General examination materials are to be secured in a central physical or electronic location with limited access. The development of materials should be closely monitored for confidentiality. Subject Matter Experts (SME) should be notified of their responsibility in maintaining security of examination materials and examination content. Security should be maintained when transferring any examination materials.

Applicants should provide picture identification at the exam site and the picture will be verified by the test administrator. Applicants are entitled to their final score only. Applicants are not entitled to any information regarding their answers to specific test items or which items they missed. General feedback may be given if given consistently to all candidates and care is taken to maintain exam security. DHRM recommends that ranking is not divulged to applicants.

E. TIMELY NOTIFICATION

Applicants should be notified of final test results as soon as possible after the test is administered. This period should not exceed 30 calendar days.

F. ABUSING THE PROCESS

In accordance with DHRM Rule, job seekers who abuse the process shall be removed from further consideration. This may include, but not limited to supplying false information, cheating, attempting to have someone take the exam for someone else, supplying work samples that are not the applicant's original work, and/or divulging confidential testing information to other applicants.

G. EVALUATION

All public candidates must be scored against the same criteria. Criteria and scoring methodology must be established prior to reviewing the resumes. All examination questions must be directly linked to essential functions through specific knowledge, skills, and abilities, as identified in the position analysis. Raters shall be trained in scoring methodologies and consistent application of scoring criteria. Exams shall be administered so that the final score is based solely on the candidates exam performance without regard to the resume or other factors.

H. REASONABLE ACCOMMODATION

In accordance with the Americans with Disabilities Act, reasonable accommodations will be provided to anyone who requests such an accommodation. Candidates shall be notified of the nature of the exam and advised of their rights to a reasonable accommodation at the time of invitation to take the examination. Reasonable accommodations may include as appropriate, but are not limited to, a sign language interpreter, additional time to take exams, a reader, and/or testing in a format that does not require use of the impairment, unless the test is designed to measure that skill.

I. TYPE TESTS

An agency may include a question about an applicant's type speed on the online application. Applicant's may be asked through the online application to mail verification of type speed or the agency may verify type speed prior to making an offer of employment. The following methods are recommended for verifying type speed:

- 1) A type test from Department of Workforce Service (DWS). A list of DWS offices can be found at jobs.utah.gov under the Employment Centers link.
- 2) A type test from an accredited high school, college or university.
- 3) An agency-administered type test, in accordance with DHRM standards on exam development and administration.

SECTION 13 – EMPLOYMENT OFFERS AND CLOSE OUT

A. EMPLOYMENT OFFERS

The following standards will apply to employment offers where Utah Job Match is used as the recruitment system:

- 1) Prior to any employment offer, the recruiter must check the RIF list for any newly appointed qualified RIF employee added since the original RIF search. If a qualified RIF is found, the recruiter must contact the RIF to determine interest in the position before proceeding with an offer to non-RIF applicant.
- 2) Prior to extending an employment offer, the recruiter will review the applicant's resume to ensure applicant meets position requirements.
- 3) Prior to employment offer, employment references will be checked. Results of reference checks will be documented by the recruiter in the requisition at the Hire tab (Hiring Status i.e. Poor References).
- 4) Hiring officials will review offers of employment and counter offers with the recruiter prior to offer being made.
- 5) All employment offers and counter offers will be confirmed in writing prior to new employee's start date. The recruiter will document in the comments section of the requisition any verbal offer(s) and the date the offer letter is mailed. The offer letter will include the following basic information:

- a) Position title
 - b) Department
 - c) Manager/Supervisor name and phone number
 - d) Start date (if determined)
 - e) Hourly rate
 - f) Position schedule (A or B)
 - g) Position status (temp, part-time, full-time, etc)
 - h) Date by which applicant must respond to offer
 - i) I-9 requirements
 - j) Additional job related information (e.g. licensure requirements, documentation, etc.)
- 6) Counter offers and rejection of offers will be documented by the recruiter in the requisition at the Hire tab (Hiring Status i.e. Offer Declined, Compensation Requirements Too High).

B. CLOSE OUT

The following standards apply to the close out of Utah Job Match recruitments when an employment offer has been accepted:

- 1) Document all interview results in the requisition at the Hire tab (Hiring Status).
- 2) Notify all non-selected applicants of hiring decision. Document that you sent non-select letters in the Comments tab of the requisition.
- 3) Make sure the Hire tab in the requisition reflects the applicant(s) you have selected to fill the position(s).
- 4) Double check the Status field in the requisition to make sure the system has changed the status to "Closed." Once the position(s) is filled and you exit out of the requisition the system will automatically ask you if the status should be changed to "Closed."
- 5) If the recruiter is not responsible for setting up the new employee on payroll, forward any necessary documents (i.e. copy of resume, copy of offer letter, I-9 information received from applicant to date) to the appropriate person.

APPENDICES

REQ ID # _____

Utah Job Match (UJM)
RECRUITMENT PLANNING WORKSHEET
Last revised: 11/29/2004

Please complete this information to initiate a Utah Job Match Recruitment.

Agency: _____
Open Date: _____ **Close Date:** _____
Division/Bureau/Work Unit: _____
Hiring Official (name/title/telephone #): _____

Check the type of Recruitment below:

() Public/career service () Statewide/Career Service () Internal/Low Org(s) _____
() Temporary () Temporary—May become Career Service () Seasonal
() Other _____

Schedule A (if applicable):

() with benefits () without benefits

Check work schedule below:

() Full Time () Part-Time (specify hours/week) _____

List Certification, Licensure, or Other Requirements below:

() Certification(s) Required at Time of Hire: _____
() Certification(s) Required by end of Probationary Period: _____
() License Required _____
() Other Requirements (i.e., background investigation/drug testing, etc.) _____

Special Working Conditions or Physical Requirements: _____

Active Position in UJM: Position ID: _____

Job Title/Job ID/Salary Range: _____

Maximum starting salary to be offered to incumbent: _____

Will other advertising be conducted? () Yes () No If yes, list publications and dates of advertisement(s) _____

Applicant Rating

Online application questions will be developed for listed Required/Desired Knowledges, Skills, Abilities and Other characteristics (KSAOs).

List one to three (1-3) required KSAOs. Candidates who do not possess these KSAOs will be rated as "not qualified".

(1) _____
(2) _____
(3) _____

List, in order of importance, three to five (3-5) KSAOs that are desired for this position.

(1) _____
(2) _____
(3) _____
(4) _____
(5) _____

In addition, have applicant submit a resume () Yes () No

Note: Required(R) KSAOs must be identified as "R" on the UJM position analysis

APPENDIX B

INSTRUCTIONS FOR THE UJM POSITION ANALYSIS FORM

All information on the UJM Position Analysis Form should be completed by the incumbent and/or supervisor to reflect the tasks currently assigned to the position. Some information such as Position ID and Job Code can be left blank if not known.

Physical Requirements

- Sedentary - Typically, the employee may sit comfortably to perform the work. However, there may be some walking; standing; bending; carrying of light items such as papers, books, small parts; driving an automobile, etc. No special physical demands are required to perform the work.
- Moderate - The work requires some physical exertion such as long periods of standing; walking over rough terrain or rocky surfaces; recurring bending, crouching, stooping, stretching, reaching, or similar activities; recurring lifting of moderately heavy items such as typewriters and record boxes. The work may require specific but common physical characteristics and abilities such as lifting up to 50 pounds, above-average agility, and dexterity.
- Strenuous - The work requires considerable and strenuous physical exertion such as frequent climbing of tall ladders, lifting heavy objects over 50 pounds, crouching or crawling in restricted areas, defending oneself and/or others against physical attack.

Working Conditions

- Everyday Risks - Risks found in the typical office setting, which is adequately lighted, heated and ventilated, e.g., safe use of office equipment, avoiding trips and falls, observing fire regulations, etc.,
- Special Risks - Risks which require the use of special safety precautions and/or equipment, e.g., working around operating machines, working with contagious diseases or hazardous chemicals, etc.
- High Risk - Risks found in potentially dangerous or unusual environmental stress situations, e.g. working at great heights, working in extreme outdoor weather conditions, being subject to possible physical attack, etc.

Safety Sensitive – For HR use only. Do not complete this section.

Purpose and Distinguishing Characteristics – Give a general overall description of the job.

Task List

Only tasks that are actually performed should be listed (do not list tasks just because they are on the Job Description). List tasks in order of importance (the task with the highest percentage is not necessarily the most important). Information regarding the tasks does not have to be provided in great detail, but in enough detail to be understandable and reasonably clear.

- % - Each task must have a percentage of time assigned representing the amount of time spent on that task. Percentages for all tasks must add up to 100%.
- E/M - Determine if each task is Essential (E) to the position or Marginal (M). If this task was taken away from this position or the employee was unable to perform this task, would it significantly change the purpose of this position?
- Knowledge/Skills/Abilities - List the Knowledge, Skills and Abilities (KSA's) needed to perform each task.
- Level - Determine the level of knowledge or experience required for entry into the position. If supervisory experience is required for a particular KSA, write (S) next to the level number.
 - 0 -- Requires little or no knowledge or work.
 - 1 -- Requires a general knowledge without much practical work experience OR limited work experience performed under close supervision.
 - 2 -- Requires specialized knowledge and/or demonstrated work experience sufficient to perform tasks independently.
 - 3 -- Requires specialized knowledge and a high skill level, with demonstrated work experience in performing a variety of specialized and/or complex tasks.
 - S -- Requires demonstrated work experience in supervising or managing others in the performance of this task. (Use this in addition to one of the number levels above, i.e. 2S)
- R/T - Determine if each KSA is Required (R) upon entry into the position or Trainable (T) after entry into the position.

**UTAH DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
UTAH JOB MATCH (UJM) POSITION ANALYSIS FORM (PAF)**

Position ID	Low Org	Division

Incumbent

Current Job Title	Job ID

Working Title	Time in Position

Current Supervisor Phone #	Supervisor's

Location and Work Address

Physical Requirements	Working Conditions	Safety Sensitive (for HR use only)
<input type="checkbox"/> Sedentary <input type="checkbox"/> Moderate <input type="checkbox"/> Strenuous	<input type="checkbox"/> Everyday Risks <input type="checkbox"/> Special Risks <input type="checkbox"/> High Risks	<input type="checkbox"/> None <input type="checkbox"/> POST <input type="checkbox"/> Firearms/Drugs Access <input type="checkbox"/> General Safety

If Applicable	
<input type="checkbox"/> Travel Required <input type="checkbox"/> On Call / Standby <input type="checkbox"/> Required Response Time	<input type="checkbox"/> Afternoon Shift <input type="checkbox"/> Graveyard Shift <input type="checkbox"/> Rotating Shifts

Purpose of Position / Distinguishing Characteristics:

T=TRAINABLE SKILL

1. Which function is the most complex or difficult to perform and why?

--

2. What guidelines (e.g. manuals, established policies and procedures, traditional practices, etc.) Are available to aide the incumbent in their position and what judgment is needed to apply them?

--

3. Describe the projects, assignments, programs, etc., for which the incumbent is accountable.

--

4. Indicate the decisions the incumbent has the authority to make on their own in performing this position.

--

5. Describe the how the incumbent's work product affects the work of other individuals both internal and external to this organization.

--

6. Describe the type of instruction the incumbent receives from their supervisor - detailed, general, etc. How is work prioritized? How closely and how often is the incumbent's work reviewed?

--

7. Indicate the type and size of total workforce the incumbent leads, supervises, manages, or directs (including non-state employees such as inmates, patients, volunteers, National Guard personnel,etc.)

--

8. Of the workforce the incumbent supervises, indicate the positions directly supervised and evaluated through performance appraisal.

--

Education, Degree, Licenses, or Certifications required by this position.

--

Incumbent's Signature

Date

--	--

To Be Completed By Supervisor

1. Did the employee describe his/her job correctly and completely?

☐ YES

☐ NO

2. Any other position requirements or comments.

--

3. Have the duties changed to support a review of this position?

☐ YES

☐ NO

4. If yes, list tasks that have changed?

--

5. When did tasks change?

--

6. Where did these duties come from (i.e. new, another position, etc.)?

--

7. Supervisor's comments on the employee's statements.

--

Supervisor's Signature.

Date

--	--

PHYSICAL REQUIREMENTS ANALYSIS:

See "Instructions for Completing the Job Analysis Questionnaire" for instructions. Item A, "Physical Requirements Classification" is required for all positions. Item B is required for all positions which are not classified as "sedentary/light duty". Item B below may also be used as a comprehensive Physical Requirements Analysis in the event of a request for reasonable accommodation by an applicant or current employee who declares a disability.

A. PHYSICAL REQUIREMENTS CLASSIFICATION:

Check one:

_____ Sedentary/light duty* _____ Moderate physical requirements _____ Strenuous
Physical requirements

B. DETAILED PHYSICAL REQUIREMENTS ANALYSIS:

This section must be completed for positions classified as "moderate" or "strenuous" in Item A. For correct codes, see Department of Human Resource Management, Job Analysis Questionnaire Instructions, Page 5, Step 7.

Machines or Tools used:

Vehicles or equipment driven:

Endurance (hours at one time)

Total Hours Per Shift

sit _____
stand _____
walk _____
drive _____

Physical Requirement

Task Number(s)

Frequency (see codes)

_____ lift _____ lb.	_____	_____
_____ carry _____ lb.	_____	_____
_____ talk/hear	_____	_____
_____ push	_____	_____
_____ see	_____	_____
_____ climb	_____	_____
_____ pull	_____	_____
_____ bend	_____	_____
_____ stoop or kneel	_____	_____
_____ twist or twist & lift	_____	_____
_____ crawl	_____	_____
_____ use foot controls	_____	_____
_____ eye-hand coordination	_____	_____
_____ balance	_____	_____
_____ reach/shoulder	_____	_____
_____ repeated use of arms	_____	_____
_____ repeated use of wrist and/or hands	_____	_____

Physical Requirement

Task Number(s)

Frequency (see codes)

_____ repeated use-fingers	_____	_____
_____ grasp	_____	_____
_____ finger dexterity	_____	_____
_____ eye-foot coordination	_____	_____
_____ walk on either level or uneven surface	_____	_____
_____ driving on rough terrain	_____	_____
_____ other:	_____	_____

Comments:



State of Utah
Department of Human Resource Management
REFERENCE RELEASE FORM

APPENDIX C

NAME: _____

SOCIAL SECURITY NUMBER: _____

I authorize the State of Utah to seek information from employers, supervisors and colleagues regarding my work habits, performance record, ability to form effective working relationships with co-workers, technical skills and any other job-related information which will enable the State of Utah to evaluate my suitability for employment.

In addition, I hereby consent to the release of any private or confidential information which may exist in my personnel file to the State of Utah.

BY INITIALING BELOW, I AUTHORIZE THE STATE OF UTAH TO OBTAIN
INFORMATION FROM:

_____ ALL FORMER EMPLOYERS AND CURRENT EMPLOYER

_____ FORMER EMPLOYERS ONLY

SIGNED: _____

DATE: _____



APPENDIX D

State of Utah Department of Human Resource Management EMPLOYMENT REFERENCE CHECK

Position: _____ Date: _____

Applicant's Name: _____ Division: _____

Reference Contacted: _____ Phone: _____

Company: _____ Position: _____

1. How would you describe his/her performance (i.e., quality and quantity)? _____

2. What were his/her greatest strengths? _____

3. Were there any areas they need to improve in? _____

4. What was his/her reason for leaving? _____

5. Was the employee dependable as far as attendance is concerned? () Yes () No Explain: .

6. How well did the employee take instructions and direction? _____

7. Was the employee flexible in adapting to new assignments, or resistant to change? _____

8. How well did (s)he work with other people? _____

9. Are you aware of any incidents of threats, intimidation or violence involving this person? _____

10. Did (s)he work in customer service or perform public contact work for you? Did (s)he deal with irate customers? How effective was (s)he in these duties? _____

11. Did the employee write letters for you? Was (s)he able to compose letters from general directions? Was grammar acceptable? _____

12. Did his/her job require report writing? If so, were reports timely and accurate? Was writing clear and easily understood by others? _____

13. Would you rehire him/her? () Yes () No. Explain. _____

Comments: _____



State of Utah
Department of Human Resource Management
AJ/AL EMPLOYEE AGREEMENT

APPENDIX E

A.

B.

Pursuant to statute (UCA:67-19) and the Utah Department of Human Resource Management Rules, this notice hereby specifies that the (Agency/Dept.) _____ has appointed (Employee's Name) _____, herein referred to as "the employee";

Address: _____ City: _____ State: _____ Zip: _____

Soc Sec No: _____; on (Date) _____ as a (Position) _____

(Job Number) _____; in an (AJ/AL) _____ temporary schedule.

The employee will work _____ hours per week at a rate of \$ _____ per hour.

This temporary appointment shall commence on (Date) _____ and is limited in duration as explained below. The employee (will/will not) _____ receive benefits.

Schedule AJ employees are not eligible for benefits; benefits for schedule AL employees are optional per management discretion. Schedule AJ employees working half-time or greater are limited by DHRM Rules to a maximum of 1560 hours in any consecutive twelve month period. Schedule AJ employees working less than half-time do not have a limitation on the duration of their employment. Schedule AL employees are limited to working a maximum of two years or the time period of a funding limited project. The employee is here advised that the above temporary schedule position is exempted by law from the rights of a merit career service position. The employee is appointed and works at the will and pleasure of the hiring agency. The employee can be released from his/her appointment at any time without explanation and without just cause.

I have read and do understand the provisions contained in this notice of appointment.

Employee Signature: _____ Date: _____

Agency Representative: _____ Date: _____

APPENDIX F



State of Utah
Department of Human Resource Management
CAREER MOBILITY AGREEMENT

Name of Employee: _____

Social Security Number: _____

Agency: _____

The employee is to be temporarily assigned to the duties of _____ in the Department/Division of _____. The employee will report to _____ who, upon completion of this assignment, will provide a written evaluation of the employee's performance. This assignment will begin _____ and terminate _____. This agreement may also be terminated or extended beyond _____ by mutual consent of the parties hereto.

Conditions of Assignment

It is mutually understood and agreed that the employee will:

- (1) be assigned to the Division of _____ as a _____, but will stay in his existing title of _____, (POS ID# _____) at salary \$ _____, and maintain all merit rights and benefits;
- (2) during the time of the career mobility he will be eligible for any cost-of-living or merit increases that would have been earned had the employee remained in the _____ position;
- (3) revert to the original duties of _____ if for any reason the earlier than scheduled;
- (4) accept the specified salary for the duration of this agreement.

We, the undersigned, agree to the terms and conditions of the assignment as stated above.

Employee

Date

Supervisor

Date

Division Director

Date

Human Resource Director

Date

APPENDIX G

SAMPLE NON-SELECT LETTER

(date)

(name)

(address)

(city, state)

Dear :

Thank you for your interest in the position of (job title) with the (agency name). We have carefully reviewed your application; however, other candidates better met the qualifications of this position.

I wish you luck in your future job search endeavors and hope that you will again consider the State of Utah when vacancies matching your qualifications occur. Please continue to visit our website at statejobs.utah.gov. to view and apply for jobs that match your interests and qualifications.

Thank you again for your interest in employment with the State of Utah.

Sincerely,

APPENDIX H

SAMPLE NON-SELECT FOR INTERVIEW LETTER

(date)

(name)

(address)

(city, state)

Dear :

We appreciate having had the opportunity of interviewing you for the position of (job title) with the (agency name)

A decision has been made and the position has been offered to one of the other applicants. We were impressed with your qualifications and appreciate the time you took to interview for the position. We found this to be a difficult decision due to the number of qualified applicants who were considered for this position.

Thank you for your interest in employment with the State of Utah. We wish you success in you career endeavors.

Sincerely,

John Coomans
Division Director
Life Insurance

APPENDIX I

SAMPLE OFFER LETTER

(date)

(name)

(address)

(city, state)

Dear :

Congratulations! This letter confirms your acceptance of the position of (title) at an hourly rate of (hourly rate) with the (department) located at (address). Per our conversation, your first day of work will be (start date and time). (You should include any other conditions of employment such as career service status, probationary period, background check requirements, licensure requirements, etc.)

We are pleased to have you become a part of our dynamic staff and look forward to working with you!

Sincerely,